

Work Acceptance This section is tailored to SFO work not all work
Response: Reworded. See master document. Written from the perspective of a district/lab/center. Should be from a corporate perspective. Work can be accepted at every level of the organization. Response: Correct, this is how D/L/C's accept work, including from HQ & Congress, as stated in last sentence of the scope. HQ Business process has not been provided for work acceptance. Contact PMT to determine deliverables.

Under Work acceptance there is only discussion about accepting new work from customers. There is a lot of work that the Corps does, particularly in Real Estate that is not new, but rather ongoing work – land transfers, disposals, encroachments – general land management and stewardship activities. How will this work be addressed, “accepted” and budgeted for? Not all of the Corps work is “new.” Response: Rejected, see steps/’if’ statements concerning existing customers.

- "Work" in the Work Acceptance process is not defined. This process is written as if all work that if performed comes from a customer. Much of the work we perform is performed as federal stewards; work that we should perform as a matter of law. Response: All work has a customer.

Need to be able to articulate the acceptance of work by the Headquarters, i.e. mission acceptance by USACE, at either the project or program level, and then the passing of that mission on to Divisions, Labs, etc. in accordance with the MACOM approach to mission execution. HQ should also do the same assessment of capability to accept—and execute—missions across the MACOM, with feedback from sub-organizations. Then the individual divisions and districts follow the guidelines presented here. Response: HQ Business process has not been provided for work acceptance. Contact PMT to determine deliverables. At the acceptance of work, there should be some coordination with the Public Affairs Office so that a communications strategy including public affairs guidelines, talking points and press release can be developed as appropriate. At the discretion of the PM, if work is not accepted, but the issue is in the public view, coordination must be done with PAO to develop the appropriate press strategy and response to inquiry. Response: Rejected. District Cmdr responsibility added to inform customer; he can use PAO at his discretion.

Is every USACE project governed by this manual -- are there exceptions below a certain dollar threshold? Response: all work is covered by this manual IAW ER 5-1-11.

Scope

This process defines the steps required for individual Districts, Labs and Centers (i.e., USACE Activities) to assess their capability to accept new work from both existing and new customers, and to establish authorities and procedures for work acceptance and assigning accepted work **including** Response: Accepted. work that Headquarters and Congress have directed them to perform. Doesn't this process apply to HQ, too? At the briefing we had on 22 Oct 01 it was stated that the Corporate Business was the same as the others, in concept.

Why not include here. Response: HQ Business process has not been provided for work acceptance. Contact PMT to determine deliverables.

This process description is overly complicated for a simple process/action. The description must be made much more general to allow for individual organizations and programs to review work requests without establishing new positions or new structures to implement the process. Response: Reworded. See master document. Level of effort will be determined by the professional judgement of the actor.

Scope of real estate activities should be included in Work Acceptance/ PROC 1016. Response: Real estate processes will be addressed in Phase II.

Policy, Are there any non-civil works policy that needs to be noted? Response: Noted. Even if we are going to give web sites, please at least give the name of the ER? Response: Accepted.

ER 5-1-10[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf>]

ER 5-1-11[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]

ER 37-1-26[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf>]

Thomas Legislative Information on the Internet[<http://thomas.loc.gov>] We should not refer to requirements of “Thomas Amendment.” We should refer to the DA/HQUSACE Policy/legislation interpretation of that amendment. The website referenced has too much info to sort through. Response: Reworded. See master document.

WRDA 2000, Section 211, Interim Guidance on Services for Federal Agencies and State and Local Governments[<http://www.hq.usace.army.mil/cecs-i/IISWWW/Weblinks/Section211.html>]

Responsibility

This is a mistake ! Response: Reworded. See master document, in coordination with the DPM, is responsible for notifying/assigning new work to the appropriate Program Manager when forwarded from a USACE employee. I don’t agree that the “Outreach Coordinator” shares responsibility for assigning work. Should be DPM /DE Response: Reworded. See master document.

Not everyone has an outreach coordinator. Make more generic so organizations without an outreach coordinator can use the process without establishing a new position that may not be needed. Response: Reworded. See master document.

The Program Manager is responsible for accepting new work within their programs on behalf of USACE or informing customers that we cannot ~~accept~~ Response: Sentence deleted in master document. the work that they request.

USACE employees who receive inquiries for potential new work are responsible for notifying the appropriate Program Manager ~~or the Outreach Coordinator~~. Response: Reworded. See master document.

Distribution

Major Subordinate Command (MSC) Outreach Coordinator* Where is the asterisk footnote? Response: Function of Oracle Tutor. Asterisks indicate an active actor on a given process. Those listed on the distribution without an asterisk are not actors for that particular process, but should be familiar with the process.

Major Subordinate Command (MSC) Program Manager (PgM)*

Outreach Coordinator*

Program Manager (PgM)*

System Administrator

USACE Employee*

Ownership Of What? Response: This is a standard part of the Oracle Tutor processes. It does not denote ownership of anything but the processes. This is how the process will remain a living document.

The BP/P2 Program Office What is “BP/P2” Program Office? Response: Comment rejected. BP/P2 Program Office changed to Configuration Management Board. See glossary. is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy. Recommend stating ownership up front and only writing once. Response: This is a standard part of the Oracle Tutor processes.

The BP/P2 Office is not defined. Additionally, it is not clear what is meant by “this document” in the sentence, “The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.” This comment applies to all other “Ownership” sections in other processes. Response: Comment rejected. BP/P2 Program Office changed to Configuration Management Board. See glossary.

System References

Acronyms and Glossary[REF1001]

Command Workload Analysis and Resource Leveling[PROC1024]

Initiating a Project in P2[PROC1005]

PMP/PgMP Content[REF1018]

Project Workload Analysis and Resource Leveling[PROC1014]

Receipt of Funds[PROC1001]

Team Establishment[PROC1008]

Activity Preface The distinction between an “Activity” and a “Process” is not clear. This section is identified as “Activity Preface” then opening words are “This process is performed.....”. Is an “Activity” and a “Process” the same thing? If so, then use one or the other consistently throughout the manual. Response: Activity preface defines what processes precede or succeed this process. Refer to Oracle Tutor powerpoint on web site.

This process is performed whenever new work is directed from HQUSACE or requested by existing or new customer. After work is accepted using this process, go to *Initiating a Project in P2[PROC1005]*.

USACE Employee

1. Receive work request Where are work acceptance processes for MSCs, and HQUSACE? Response: HQ Business process has not been provided for work acceptance. Contact PMT to determine deliverables..

2. Forward work request to appropriate program manager.

If uncertain of appropriate Program Manager, go to task #3. Otherwise, go to task #5.

3. Forward work request to Outreach Coordinator. A very small minority of the total work in USACE is accepted by the ‘Outreach Coordinator’. The normal route for 90+% of the work should be the PM. Recommend that the ‘Outreach Coordinator’ variant be defined accordingly. Response: Reworded. See master document.

Outreach Coordinator

4. Response: Reworded. See master document.

Program Manager (PgM)

5. Determine if work **authorized within** Response: Rejected. Verifying location of work the USACE activity's Area of Responsibility (AOR) or approved by Memorandum of Agreement (MOA). What if work is both inside and outside the USACE activity's AOR? Response: Governed by existing policy in ER 5-1-10 Does this need to be coordinated with OC? Response: Not at this point in the process. Obviously does not understand the complex and sometimes lengthy Civil Works planning process that Corps district planning offices go through to determine whether or not there is Federal interest in solving a certain (water resources) problem that we have been requested by Congress to investigate. Response: Logic reviewed and determined to be correct. Product level processes (recon, feasibility) are covered by existing policies and regulations and this business process is not meant to replace them.

For information on the MOA, refer to [ER 5-1-10\[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf\]](http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf)

If work is **within Response: Accepted** the USACE activity's AOR or approved by MOA, go to task #6. Otherwise, go to task #15.

6. Determine if work is from an existing customer or a new customer.

If work is from existing customer, go to task #7. Otherwise, go to task #12.

7. Determine if resources are available. The Project Workload Analysis and Resource Leveling process includes analysis of in house and AE requirements and options. It also describes the resource escalation process for resource availability. Availability of resources will be determined through coordination with respective resource providers.” Other than in the last 6 months of the year of execution of work, it seems highly unlikely that any district would reject work due to lack of in house or A-E resources. A strength of the Corps - reflected by its motto of “let us try” - has always been that they can expand or shrink by use of contracts or shifting/sharing work. The new process description in this Manual creates an impression that USACE is less rather than more agile in responding to changing workload/needs. Response: Prior to accepting any work the Corps has always accomplished some analysis of our capability although it may have been informal. This process is intended to provide structure to determine local, regional and USACE-wide capability.

Stop and complete Project Workload Analysis and Resource Leveling[PROC1014].

The Project Workload Analysis and Resource Leveling process includes analysis of in-house resources and Architect Engineer (AE) requirements and options. It also describes the resource escalation process for resource availability. Availability of resources will be determined through coordination with respective resource providers. Resource Provider: Recommend you find and use a term which better connotes teamwork and equality. Response: The empowered BP PDT followed the Chief’s lead in utilizing this term.

If resources are available, go to task #8. Otherwise, go to task #10.

8. Accept work. How? Response: Please see revised document. This step deleted.

Is there a prioritization piece to add? We could accept work of a low priority today that could cause us to decline higher priority work later. Response: This could happen and does even today. The flexibility to make adjustments to work is inherent in the system.

9. Assign and notify Project Manager and System Administrator (SA). ‘System Administrator’ Of what? Is this the SA for the CBP, BP, the PMBP, the PMBP AIS or what? Also, unclear what the **** signify. Response: It is the SA for P2 (this may be the same person in some districts as with other AISs) Sentence deleted see revised document. The * is a function of Oracle Tutor. Asterisks indicate an active actor on a

given process. Those listed on the distribution without an asterisk are not actors for that particular process, but should be familiar with the process.

End of activity.

10. Coordinate within the Regional Business Center (RBC) to evaluate availability of resources in the districts within that Division.

If resources are available, go to task #8. Otherwise, go to task #11.

11. Coordinate with other RBCs throughout USACE to evaluate availability of resources in the districts within other Divisions. What if resources are not available? Response: Reworded. See master document.

Go to task #8.

12. Determine if work meets requirements of Thomas Amendment. Check w/Don Kisicki to verify that this is the best/correct website for this action. Response: Reworded. See master document. Is the Thomas Amendment really the only reason we would not accept work? Surely there are others – work generally not in our scope, lack of resources, public policy reasons, etc? Should that be reflected here? Response: BP team will review and respond.

Refer to *Thomas Legislative Information on the Internet*[<http://thomas.loc.gov/>] or *WRDA 2000, Section 211, Interim Guidance on Services for Federal Agencies and State and Local Governments*[<http://www.hq.usace.army.mil/cecs-i/iISWWW/Weblinks/Section211.html>] for requirement details. This is a legal determination. Should coordinate w/ OC. Response: Concur existing guidance provides for this requirement.

The reference to the Thomas Amendment should be clarified. Not all work is subject to the Thomas amendment as it only amends the Intergovernmental Cooperation Act. This task could be revised to read:

“Determine if work is performed pursuant to the authority of the Intergovernmental Cooperation Act (31 USC 6505) as amended by Section 211 of WRDA 2000 (Public Law 106-1020; also known as the Thomas Amendment). If work is subject to such requirements, does it meet those requirements?”

Similar revisions should be made to Task 15. Response: Accepted. Reworded. See master document.

If Thomas Amendment requirements are met, go to task #7. Otherwise, go to task #13.
What do you do if the Thomas Amendment requirements are not met? Is that the intent of the waiver? If so, maybe should make it a little clearer. Flowchart shows better. Response: Noted

13. Request **certification** Response: Accepted. from the Thomas Amendment through Major Subordinate Command (MSC) to HQUSACE or decline work.

If a Thomas Amendment **certification Response: Accepted. is received, go to task #8. Otherwise, go to task #14. **There is no such thing as a Thomas Amendment waiver** Response: Accepted.**

14. Inform customer that USACE cannot accept work due to the constraints of the Thomas Amendment.

End of activity.

15. Determine if work outside the AOR meets requirements of Thomas amendment.

Refer to *Thomas Legislative Information on the Internet*[<http://thomas.loc.gov>] or *WRDA 2000, Section 211, Interim Guidance on Services for Federal Agencies and State and Local Governments*[<http://www.hq.usace.army.mil/cecs-i/IISWWW/Weblinks/Section211.html>] for requirement details. Coordinate with OC.
Response: Concur existing guidance provides for this requirement.

If work outside the AOR meets requirements of Thomas Amendment, go to task #16. Otherwise, go to task #17.

16. Determine if work is within the MSC or outside the MSC.

If work is within the MSC, go to task #10. Otherwise, go to task #18.

17. Inform customer that USACE cannot accept work due to the constraints of the Thomas Amendment. District must coordinate this. It should not be thrown back into requestor's lap. Response: Added District Commander as actor and rewrote responsibilities and process.

Provide customer with geographic point of contact if customer chooses to pursue Thomas Amendment **certification** . Response: Accepted.

Seems that we should be the customers advocate for Thomas Amendment work. If we can't get to 'yes' inside USACE , do we really want customers to have to pursue it on their own? Response: Added District Commander as actor and rewrote responsibilities and process. Legal issues need to be cleared through Counsel

End of activity.

18. Contact MSC Outreach Coordinator or appropriate Program Manager. , the vast majority of work should be via the PM rather than the Outreach Coordinator at the MSC. Reverse the sequence listing for PM/outreach coordinator to reflect this. Response: Reworded. See master document.

Person to contact depends on type of work requested.

Major Subordinate Command (MSC) Outreach Coordinator, Major Subordinate Command (MSC) Program Manager (PgM)

19. Contact counterpart in geographic MSC where the work is scheduled to be executed.

Outreach Coordinator, Program Manager (PgM)

20. Collaborate with customer Response: Accepted. Reworded. See master document. the District and MSC who originally received work request and their own MSC to determine best methods for accomplishing work.

21. Accept work. , there is no indication that when the PM ‘accepts work’ s(he) notifies the customer, in addition to the PM and SA. I believe that it is important to add customer notification to the process if we’re really a ‘customer focused’ team. Response: Reworded. See master document.

22. Assign and notify Project Manager.

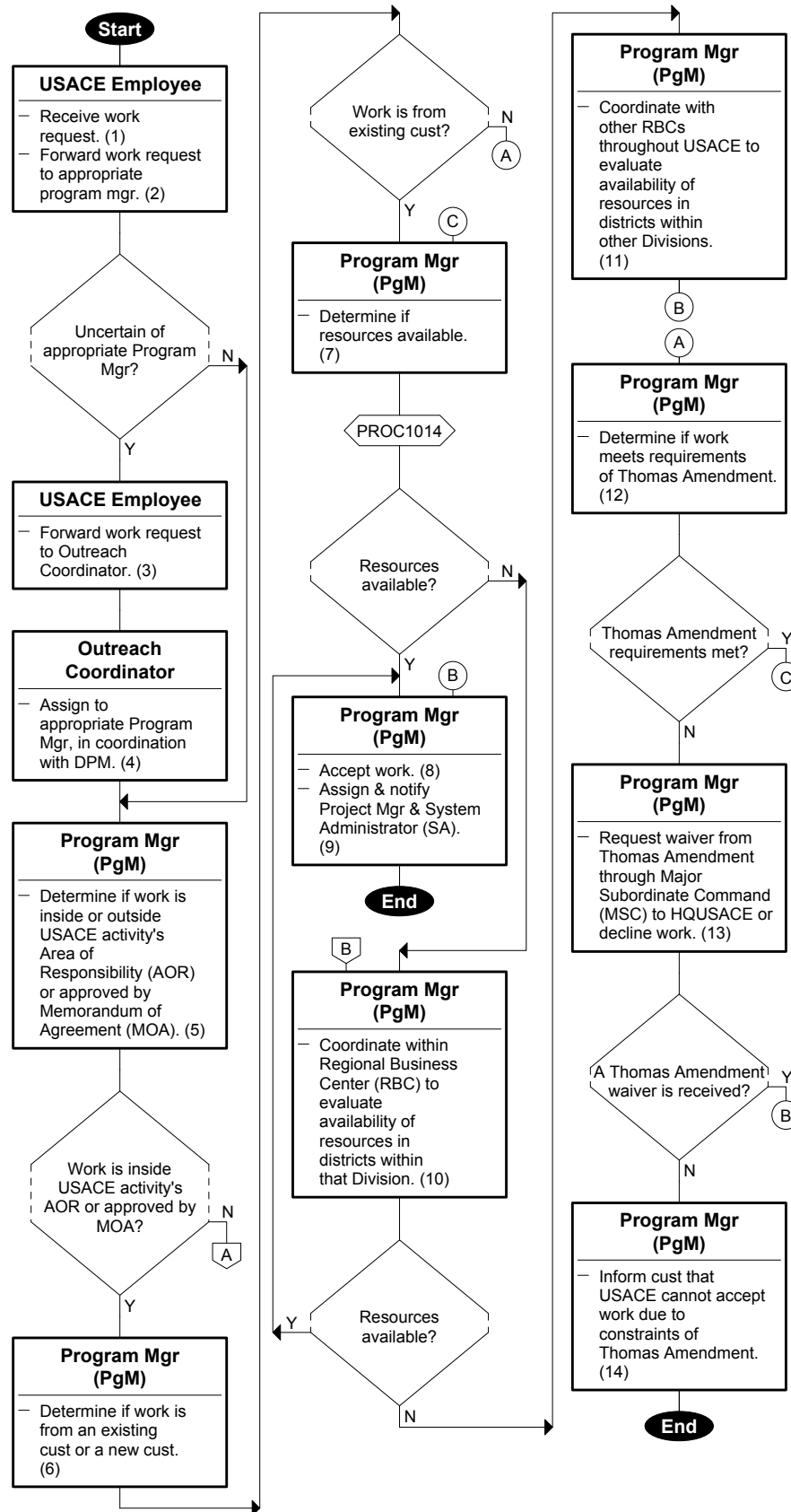
End of activity.

Go to Initiating A Project in P2/PROC1005.

The flow chart doesn’t seem to address the situation where you have two or more districts/labs working virtually on a single project. Response: Work is only accepted at one Corps location. Execution is covered by other processes.

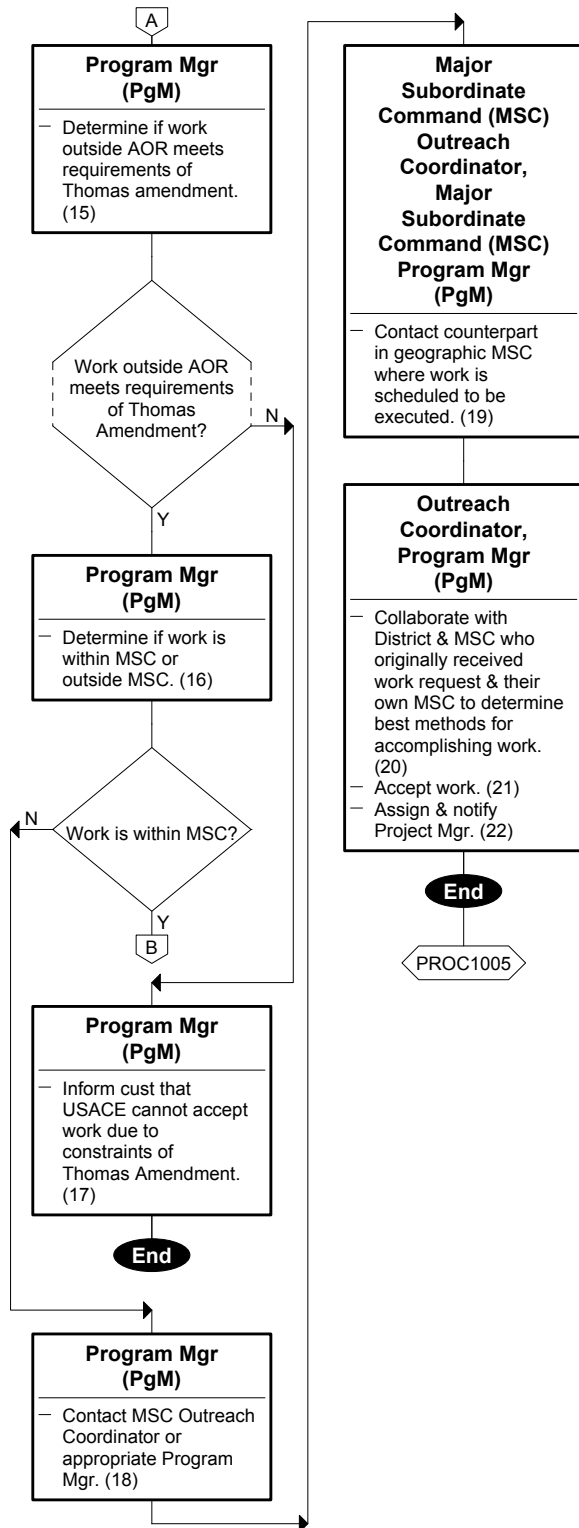
Seem redundant. In task 16 why would you want to determine if the work is within MSC when task 15 indicates it is outside? If the intent is to differentiate between the District AOR and the MSC boundary, need to be clearer. This also takes a step backward in that the MSC Commander has the flexibility to assign work within the MSC’s Area of Responsibility. This

philosophy should be captured Response: Accepted. Logic reviewed and determined to be



Decision block, waiver for Thomas Amendment] If yes, why not go to C (Circled) like the decision for "Thomas Amend. rqmts met? Response: flowchart generated automatically

correct. Resphere.



Seem redundant. In task 16 why would you want to determine if the work is within MSC when task 15 indicates it is outside? If the intent is to differentiate between the District AOR and the MSC boundary, need to be clearer. This also takes a step backward in that the MSC Commander has the flexibility to assign work within the MSC's Area of Responsibility. This philosophy should be captured here.